
MAIN STREET DISTRICT

Urban Design Workshop

SUMMARY



July 25, 2009



Acknowledgements

One of the most important elements of any planning process is public participation. The Southwest Urban Design Workshops were conducted to obtain early public input related to the conditions of the five planning districts located in the Southwest area of the city, and the opportunities for their improvement. Over thirty members of the public participated in the Main Street Workshop, and represent a good cross section of the population of the city, such as residents, business owners, property owners, community organizations and other stakeholder of the area. The City of Chula Vista thanks them all for taking the time to participate in the workshop and provide valuable input for the improvement of our community.

"Decision makers must be in touch with good information concerning characteristics and trends of the community, but they must also be in touch with the aspirations, values, and visions of the citizens they serve."

Quoted from "Citizen Participation: Whose Vision Is it?" By William R. Klein, AICP

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"The contemporary practice of Urban Design focuses on making the most of urban areas to create pleasant places in which to linger, to partake of public life, and to help build strong, tolerant, progressive civil society."

Quoted from What Is Urban Design? in: www.mcgill.ca/urbandesign/what

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1.0 Introduction

1.1 Purpose of Urban Design Workshop

On July 25, 2009 the Development Services Department sponsored the urban design workshop held at the City's Otay Recreation Center to gather early public input related to the specific planning process and issues related to future land uses, transportation, and urban design for the Main Street District of southwest Chula Vista. The preparation of specific plans or other implementing zoning and development regulations is mandated by the 2005 General Plan for each of the five Southwest planning districts (Palomar Gateway, West Fairfield, Main Street, South Third Avenue and South Broadway Districts) in order to provide the tools necessary to implement the objectives and policies of the 2005 General Plan.

Over thirty members of the community attended the Saturday session which was the second of three workshops held over the summer. The Main Street Urban Design Workshop was intended to foster and bring forth the community's diverse viewpoints, as an initial step in the planning process. The intent of the workshop was to quickly develop rough Concepts Diagrams with local residents, property/business owners and community organizations who are both familiar with the conditions of the district and have an interest in the ultimate recommendations of the Plan. This booklet portrays the results of the workshop. It identifies challenges and opportunities facing long term viability of the area and ideas suggested by Workshop participants.

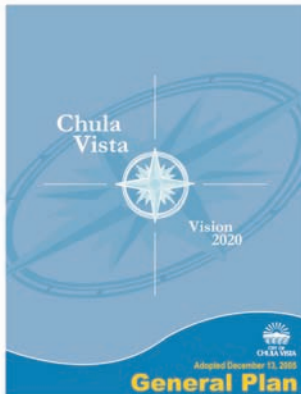
1.2 Districts Location and Description

The Main Street District functions as a commercial-industrial service area and interfaces with the Otay Town residential neighborhoods north of Main Street and with the Otay River Valley open space to the south. The Main Street District extends between Interstate 5 and Interstate 805 and is predominantly an industrial corridor. The District's area of focus is generally located between Industrial Boulevard on the west and Hilltop Drive on the east.



While there are relatively large commercial properties on the north side of Main Street, west of Broadway, remaining land uses on the north and south sides of Main Street consist of light industrial uses, also referred to as limited industrial uses. Most of the properties located on the north side of Main Street between Fourth Avenue and Albany Street are narrow lots, which are part of the original Otay Town Subdivision, which dates back to the 1887 land track. The properties on the north side of Main interface very closely with the residential properties on the south side of Zenith Street. Several of the industrial properties have already encroached and overtaken some of the residential properties, particularly at the west end of Zenith Street. However, many other residential properties, predominantly single-family units, located east of Fresno Street are stable and are kept in very good condition. Several storage facilities and outdoor storage businesses exist in the area. The area along Main Street between Fourth and Albany Street contain several used car lots, which are considered non-conforming uses.

Summary



1.3 Context - General Plan

The Chula Vista 2005 General Plan designates the Main Street District as one of the five “areas of change”. The General Plan vision for the Main Street District is the continued development of the area with industrial uses to become the primarily industrial area of Southwest Chula Vista. The appearance of this heavily traveled thoroughfare is expected to improve over the years due to conformance with design standards that encourage attractive buildings and street frontages, and that provide protection of adjacent residential areas. Light or limited Industrial uses extend within previously developed areas south of Main Street to the edge of the Otay River Valley open space. Mining activities within and adjacent to open space areas are expected to cease in the

future. With the implementation of mining reclamation plans for these areas, there will be a balance between restoration of habitat for sensitive biological species, new employment, and other recreation uses.

Future development of the Main Street District must be consistent with the goals and policies of the 2005 General Plan. Exhibits A and B identify objectives and policies, from the Land Use and Transportation Element, the Economic Development Element, as well as the Southwest Area Plan of the General Plan, which apply to the Main Street District.

2.0 Summary of Workshop



Star News Display Ad

The workshop was a one-day activity, intended to provide opportunities for the public to engage in a “hands on” planning exercise. The process was an inclusionary public participation outreach to gain input from residents, business and property owners and community organizations regarding their perspective and vision for the area. The outreach for the workshop included distribution of meeting flyers to many individuals and organizations involved in previous Southwest community planning efforts, posting flyers at local businesses and public buildings, highlighting the workshops on the City's website, press releases to local newspapers, e-mail blasts through Nixle messaging, and coordination with various community groups to encourage the community's participation.

The all day workshop included a morning presentation by city staff regarding the general plan and specific plans, and a healthy dialogue with the participants; a two hour walking tour of the district; followed by afternoon brainstorming sessions among small groups in response to opportunities and challenges observed on the walking tour. The small groups depicted their written comments on an aerial map and concluded the day by presenting their findings to the entire group.

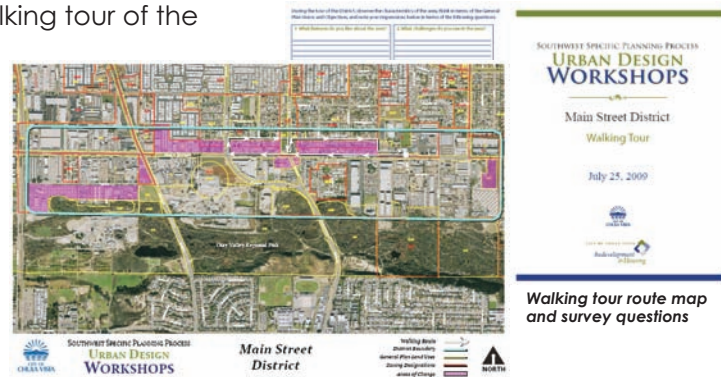


City staff delivers presentation

Summary

2.1 Walking Tour

The Workshop's afternoon session included a walking tour of the district area. The purpose of the walking tour of Main Street District was to explore the district on foot and see and experience the territory first hand. The tour was used to identify and point out problems/issues that need to be addressed as part of the specific planning process. The tour also served to identify opportunities and constraints and categorize problems/issues related to land use, infrastructure, and urban design.



While over thirty members of the community attended the workshop at various times during the day, a smaller group of attendees participated in the walking tour. The stakeholders that participated in the walking tour were divided into two groups. Each group was kept small in order to facilitate the observation of the area and the discussion. Each group was led by one or two city staff members. While each group went on a different direction, all groups covered the same territory and saw the same area.

2.2 Group Breakout Sessions

At the completion of the tour, all groups went back to the meeting place to debrief on their observations. Each group was asked to discuss what they saw and develop a list of problems/issues, opportunities/constraints, and suggest ways to improve the area. Exhibits C, D, E and F are a compilation of the input provided by the walking tour participants. Exhibit F contains a list of comments and copies of Main Street business cards handed to city staff by one of the Main Street workshop participants.



2.3 Group Presentations

The participants were also given large (2' x 3') aerial maps of the area and were asked to put their comments/suggestions on the maps and develop a conceptual map of the district. Exhibits G and H show the images of the maps prepared by the groups. The last exercise of the afternoon was for each group to report out and present their conceptual map to the entire group.

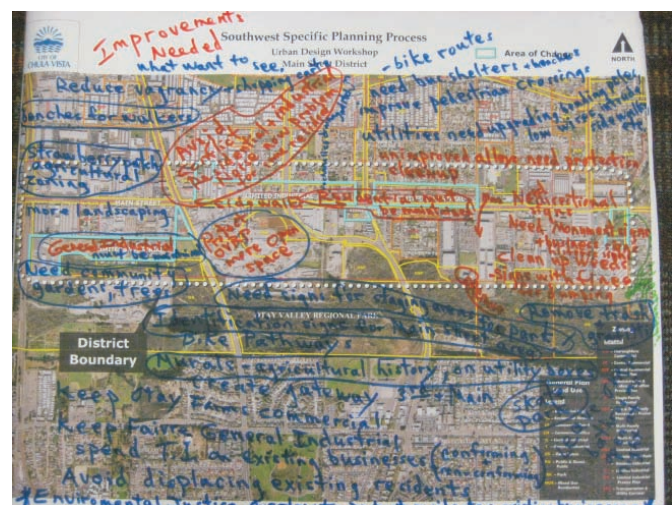
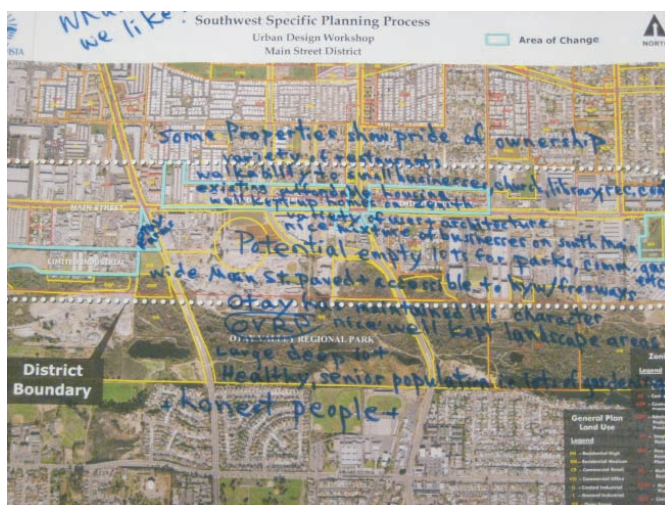
3.0 Next Steps

The Urban Design Workshop for the Main Street District was the second workshop Intended to gather early Input from the area's stakeholders and represents the Initial step in the process of implementing the 2005 General Plan vision, objectives and policies for the southwest area of Chula Vista. As indicated previously, the southwest area contains five districts that have been designated by the 2005 General Plan Update as areas for further study and preparation of a specific plan or other regulatory plans/documents.



The next step in this process, as it pertains to the Main Street District, is for city staff to formulate a strategy that will include the General Plan implementing tools, such as an infrastructure delivery plan, an economic incentives/rewards program, a streetscape plan, etc. These implementing tools and others could be integrated into a package intended to provide the improvements and enhancements that the Main Street District needs and the workshop participants outlined in their discussion and comments. During the next few months, city staff will be working in the development of this strategy, in conjunction with the continued active participation and input of the community.

The Urban Design Workshop and the resulting lists of comments and Conceptual Maps will be utilized in various ways throughout this implementing process. The participation of the residents, property/business owners and other stakeholders will be an important element of this process. It is anticipated that a Working Group of stakeholders will be formed, and members of the public will be invited to participate in community meetings to provide input throughout the process.



Conceptual maps prepared by participant groups

**2005 General Plan Update
Land Use and Transportation and Economic Development Elements
Objectives and Policies**

Objective LUT 3

Direct the urban design and form of new development and redevelopment in a manner that blends with and enhances Chula Vista's character and qualities, both physical and social.

Objective LUT 4

Establish policies, standards, and procedures to minimize blighting influences and maintain the integrity of stable residential neighborhoods.

Policies

LUT 4.1 Preserve and reinforce the community character of existing, older, well maintained, stable residential neighborhoods located outside of the Districts or Focus Areas identified for change in this document.

LUT 4.2 Protect existing, stable, single-family neighborhoods through zoning or other regulations that discourage the introduction of higher density residential or other incompatible or potentially disruptive land uses and/or activities.

LUT 4.3 Require that new development, or redevelopment, through consideration of site and building design, and appropriate transition and edge treatments does not negatively affect the nature and character of nearby established neighborhoods or development.

Objective LUT 6

Ensure adjacent land uses are compatible with one another.

Policies

LUT 6.2 Require that proposed development plans and projects consider and minimize project impacts upon surrounding neighborhoods.

LUT 6.7 Require that outdoor storage areas or salvage yards be screened from any public right-of-way.

LUT 6.8 Require that any land use that handles, generates and/or transports hazardous substances, will not negatively impact existing or future sensitive receptors/land uses, as defined by state and federal regulations.

Objective LUT 7

Appropriate transitions should be provided between land uses.

Policies

LUT 7.2 Require new or expanded uses to provide mitigation or buffers between existing uses where significant adverse impacts could occur.

LUT 7.3 Require that commercial and industrial development adjacent to residential or educational uses be adequately screened and buffered to minimize noise, light, glare, and any other adverse impacts upon these uses.

LUT 7.4 Require landscape and/or open space buffers to maintain a naturalized or softer edge for proposed private development directly adjacent to natural and public open space areas.

Economic Development Element

Objective ED 1

Provide a diverse economic base for the City of Chula Vista.

Policies

ED 1.3 Encourage the preservation and expansion of existing industrial uses in areas designated as industrial.

Objective ED 4

Become a center for applied technology innovation.

Policies

ED 4.1 Publicize the economic and social benefits of industry, emphasizing the health of the Chula Vista economy, the "high-tech" dimensions of industry, and the community value of well-paying, high-benefit industrial employment.

2005 General Plan Update
SOUTHWEST AREA

8.4.5 Main Street District

VISION FOR DISTRICT

The Main Street District is the focus of limited industrial uses within western Chula Vista. The appearance of this heavily traveled thoroughfare has improved over the years due to conformance with design standards that encourage attractive buildings and street frontages, and that provide protection of adjacent residential areas. Light or limited Industrial uses extend within previously disturbed development areas south of Main Street to the edge of the Otay River Valley open space. Mining activities within and adjacent to open space areas have ceased. With the implementation of mining reclamation plans for these areas, there is a balance between restoration of habitat for sensitive biological species, new employment, and other recreation uses.

OBJECTIVE 45:

Provide for and enhance a strong business district along Main Street that can be balanced between meeting the community's economic needs and establishing a strong open space connection with the nearby neighborhoods.

POLICIES

LUT 45.1

Coordinate implementation of mining reclamation plans with the need to program land for job-creating and recreation uses along the Otay River Valley.

LUT 45.2

Explore opportunities to restore sensitive habitat areas between Broadway and Beyer Way where mining activities currently exist, through state mandated mining reclamation plans.

LUT 45.3

Explore opportunities to provide sensitively designed active recreation parks adjacent to the Otay River Valley to meet local, as well as regional, park needs.

LUT 45.4

Continue ongoing code enforcement efforts to ensure acceptable property maintenance standards.

LUT 45.5

The City shall prepare, or cause to have prepared, a specific plan or plans, for the Main Street District area that address an increase in depth of Limited Industrial designated land uses on the north side of Main Street back to Zenith Street; establishes design and landscape guidelines and zoning-level standards; and addresses the interface of the Otay Valley Regional Park with land uses on or near Main Street.

The City will prepare an Implementation Program to define logical planning units within the overall Main Street District, and to assure establishment of the above plans/regulations for the overall District and the identified planning units. The Implementation Program will also include interim provisions for the consideration of any projects within this area prior to completion and adoption of the applicable plan/regulations.

2005 General Plan Update
SOUTHWEST AREA
8.4.5 Main Street District

USES:

LUT 45.6

Maintain Main Street primarily as a limited industrial corridor.

LUT 45.7

Expand limited industrial uses on the north side of Main Street to Zenith Street.

LUT 45.8

Provide a limited amount of neighborhood commercial to serve local employees and residents at the intersection of Main Street and Third Avenue.

LUT 45.9

Allow Residential High uses in the eastern portion of the Main Street District (in Broderick Acres).

LUT 45.10

Establish trail staging areas along the Otay Valley Regional Park that provide safe, convenient, and identifiable access from the Southwest Planning Area.

INTENSITY/HEIGHT

LUT 45.11

Allow a maximum floor area ratio of 0.5 and low-rise buildings in Limited Industrial designated areas in the Main Street Corridor.

LUT 45.12

Allow low-rise buildings in Residential Medium, Residential High, Limited Industrial, and Retail Commercial designated areas.

DESIGN

LUT 45.13

The appropriate Specific Plans for the Main Street Corridor shall include design guidelines and standards that address urban development adjacent to the Otay Valley Regional Park.

LUT 45.14

Require development adjacent to the Otay Valley Regional Park to orient buildings for maximum public access to open space and to provide compatible landscaping along the Park's edge.

AMENITIES

LUT 45.15

Community amenities to be considered for the Main Street District as part of any incentive program should include, but not be limited to those listed in Policy LUT 27.1.

Urban Design Workshop - Main Street District
Participants Comments - July 25, 2009

GROUP #1

Challenges:

1. Old infrastructure
2. Open up the alleys (intimidating, apply opted, find out about programs)
3. Utility poles
4. Lack of ramps, no handicap accessibility
5. Alley between industrial and residential create for consolidation of industrial uses
6. Change code enforcement to code compliance
7. A lot of places need improvements
8. Landscape encroaches on the sidewalks
9. Make sidewalks pedestrian friendly (not comfortable, don't feel safe) inconsistency of the sidewalks
10. Implement the right of way on South Main by the Eagle Club
11. Create more flexible standards

Opportunities:

1. Make Main Street the most beautiful street
2. Clean Main Street
3. Eliminate eye-sores (fenced property, clean your own property, awards for best kept property, reward system)
4. Good landscaping
5. Some good quality residential south of Zenith
6. Some markets
7. Promoting green businesses and office
8. Nice housing and small markets
9. Look at nonconforming uses to improve thriving businesses
9. Make the plan and process more business-friendly
10. More trees on the sidewalks/landscape
11. Incorporate bike lanes linked to the bay-shore bikeway
12. Horse, bike, and hiking trails
13. Ensure visible access to OVRP
14. Increase safety along OVRP
15. Establish connectivity for the residents and industrial areas
16. As redevelopment occurs we want to address drainage issues, lighting, noise, any impact to the open space
17. Promote the area as business-friendly

Urban Design Workshop - Main Street District
Participants Comments - July 25, 2009

GROUP #1 - Continued

Comments on Maps

1. Synchronize traffic signals
2. Bike lanes
3. Promote businesses
4. Provide better signage
5. Improve sidewalks, add landscaping, lighting
6. Community garden, educational complex, fields/mining, industry
7. Preserve Otay Baptist Church on Third and Zenith
8. Industrial rezone, promote green job office space
9. Improve connections to across Main St.
10. Unique historic resource on Eastern side of MainAnderson House
11. Address adjacency issues/ interface with parks by OVRP
12. General Comment: create more flexible standards that promote businesses, need economic promotion

Urban Design Workshop - Main Street District
Participants Comments - July 25, 2009

GROUP #2

What we would like to see:

1. Strawberry patch remain agricultural and landscaping
2. Community garden on S.E. corner of Fresno and Zenith
3. Sheltered bus stops
4. De-channelized drainage channel on Fresno
5. Need signage to OVRP, amphitheater, water park
6. Identity signage on Main Street
7. Bike pathways, skate parks
8. Enhance utility boxes with murals and art (maybe with historic theme)
9. Create a gateway on 3rd and Main
10. No specific plan to encumber areas
11. Keep Faivre Street general industrial
12. Keep Otay Farms commercial
13. Designated bike lanes
14. Tax increment money spent on improving nonconforming and existing conforming businesses
15. Asphalt grindings by City should be used for alleys
16. Avoid displacing residents
17. Environmental justice for residents of S.W. and existing businesses
18. Leave bathrooms at OVRP open at night for homeless

Features we like in the area:

1. Variety of uses and architecture
2. Historical sides
3. Affordable housing (existing)
4. Otay Valley Regional Park
5. How well-kept residences are on Zenith
6. Walkability to small businesses, church, and libraries
7. Variety of restaurants
8. Otay Farms
9. Lots of potential for re-purposing vacant lots, ie. Parks
10. Nice mixture of businesses south of Main are well maintained
11. Width of Main Street; paved and accessible to highways/freeways

What we dislike in the area:

1. Lack of marked pedestrian crossings
2. Bus stops do not have shelters or benches
3. Vagrancy and push carts
4. Benches and sitting spaces for pedestrians are lacking
5. Graffiti and garbage
6. Substation on Albany and Main next to elementary school
7. Get rid of, relocate substation to existing Peaker Plant site
8. Need directional (way-finding) signage. Need monument signage, business, and historical signage
9. Clean areas, ie. Weeds, garbage
10. Unimproved alleys
11. Conflict between residential and industrial uses
12. Noise
13. Lack of sidewalks along Main & 3rd Avenue
14. Various utilities, posts, fences encroach onto sidewalks
15. Displacing residents in industrial areas

Summary

Urban Design Workshop - Main Street District
Participants Comments - July 25, 2009

GROUP #2 - Comments on Maps

What we like:

1. Some properties show pride of ownership
2. Variety of restaurants
3. Walkability to small businesses, church, rec. center
4. Existing affordable housing
5. Well kept-up homes on Zenith
6. Variety of uses, architecture
7. Nice mixture of businesses south of Main
8. Potential empty lots for parks, community gardens, etc
9. Wide Main Street paved and accessible to freeways/highways
10. Otay Farms
11. Otay has maintained its character
12. OVRP nice well kept landscape areas
13. Large deep lots
14. Healthy senior population, ie. Lots of gardening
15. Honest people

Improvements Needed:

1. Reduce vagrancy, shopping carts
2. Benches for walkers
3. Strawberry patch, agricultural zoning
4. More landscaping
5. General industrial must be industrial
6. Need community gardens, trees
7. Avoid conflict residential and industrial, noise problems for residents now
8. Sidewalks
9. Protect OVRP more open space
10. Bike routes
11. Need bus shelters and benches
12. Improve pedestrian crossings
13. Utilities need upgrading, bending poles, low wires intrude, sidewalks, etc
14. Unimproved alleys need protection, clean up
15. Residential must be maintained
16. Need directional signs, need monument signs and business signs
17. Clean up weeds
18. Signs with fines for dumping
19. Remove (southeast end of Main)
20. Remove trash and graffiti
21. Need signs for staging areas for park
22. Identification signs for Main Street area
23. Bike pathways
24. Murals agriculture history on utility boxes
25. Create gateway 3rd and Main
26. Keep Otay Farms commercial
27. Keep Faivre general industrial
28. Spend T.I. on existing businesses (conforming and nonconforming)
29. Avoid displacing existing residents
30. Environmental justice overlay to protect residents and businesses
31. Skate park
32. Leave bathrooms open for homeless

Summary

Urban Design Workshop - Main Street District
Participants Comments - July 25, 2009

Comments made by residents who had to leave early, but left their sheets

Improve:

1. Zenith and Del Monte improve the curb ramps
2. Fresno/ Zenith fence
3. Zenith between Fresno/4th trees invading sidewalk
4. Main/ 4th sidewalks missing- uneven, no ramps, poles in the middle of sidewalk, no crosswalk
5. Clean creek Main/Fresno (south)
6. City to review public right of way
7. Main/ 3rd inconsistent northeast (bad) southwest (perfect)
8. Main Street east corner of 4th need to improve the sidewalk and the industrial area also
9. Plants in median
10. Sidewalks with trees
11. Murals on utility boxes representing historic CV
12. Identify key historic resources
13. Shade bus stops
14. Directional signage for amphitheater, Soak City, OVRP
15. Screen uses so it's not visible to the public
16. Dechannelize drainage on Fresno
17. Community garden- SE corner of Fresno and Zenith
18. Asphalt grindings by City should be used for alley
19. Main and Albany no crosswalk

Challenges:

1. Zenith and Banner - the cross walk needs current line up for crossing the street
2. Main Street to development for zoning for Industrial (clean industrial) zone or nice residential area
3. A lot of traffic, speed limit 40?
4. Pave sidewalks
5. Weeds, graffiti
6. No signage
7. Truck loading should be on east, away from residential
8. Existing homes with businesses
9. Empty buildings, vacant lots are fire hazard
10. Trash and dirty
11. Sawed off poles on sidewalk area
12. Location of bus stop on 3rd and Main (dangerous because cars are turning)
13. Limited industrial uses on Zenith is not compatible with residential to the north (noise pollutants)
14. Conflicts with residential when City zoned area to Industrial
15. People rent in area and would be displaced if area changes to Industrial

Things we like:

1. Rehabilitation building for physical therapy and exercise site for people with disabilities or people who need Special rehabilitation
2. Community park on Fresno/ Zenith

Other Comments:






1. Signage - Directional
2. Only several industrial uses exist between 3rd and 4th
3. Stable residential should remain along Zenith

Urban Design Workshop - Main Street District
Participants Comments - July 25, 2009

Questions and Comments:

1. Non-conforming uses ordinance prohibits expansions. Response: Committee looking at ordinance.
2. Comments taken for what they are; don't clean it up (language) issue of trust of City. Example: Get rid of peaker plant clean air
3. Land uses GP. Zenith Street to stay residential. Change of limited industrial residential (East Main St Near I-805)
4. Drainage issues. Broadway 27th St. Response: Specific Plan addresses infrastructure don't always rely on property owners to improve, the City should
5. Sidewalks needed
6. What is the timeline?
7. Shouldn't engineering or other corresponding parties be here?
8. We've been promised as residents...cooperation! Sidewalks, gutters
9. Designated setback for Otay River?
10. We need ground rules, setbacks, limitations
11. What is the ratio/ percentage for parks or open space?
12. Will GP address financing measures? Infrastructure, economics, and fees?
13. From Orange to Main on Albany St. alleys don't have sidewalks. There is dumping, industrial waste, graffiti. We don't feel safe.
14. We're focusing on industrial areas but we the residents should be taken into account because we live here and are part of the businesses as well.
15. Shouldn't people be addressed again?
16. City charged for pavement in future. Safety, fire, etc. If charged it should be done.
17. Have municipal codes been updated? Seems so hard to change them, conflicting.
18. Not business-friendly when it doesn't allow them because it's not updated, businesses are just spending money.
19. You have your goal of light industrial, we can give input, but it's done. There are conflicts of industrial being right next to residential.
20. Alleys are same or worse because of dumping. You figure we don't care. With more light industrial more dumping is invited.
21. Improve and take care of alleys/ community project clean up of area.
22. City and people work together to help each other. If each party put ½ and got grants maybe things would get done.
23. Signs saying dumping is illegal and large penalty. Code enforcement, graffiti abatement, proactive programs for clean up, volunteering, community service programs.
24. What will be done with the sewer line along Faivre? Public works?
25. Reopen possibilities of self-assessment districts with CDBG or other CV funding in SW Chula Vista similar to Neighborhood Revitalization Program (NRP).
26. Develop methodology/process to determine funding, community involvement in the self-assessment district formation process.

2010-2014
Proposed Projects Matrix

		Economic Growth 4 points  	Infrastructure 3 points 	Compatible Development 2 points 	Balanced Housing Opportunities 1 point 	TOTAL POINTS
	Otay Valley					
M1	Expand Chula Vista Autopark	OK →	ISSUE BUILDING PERMITS			0
M2	Create Business Park on Energy Way	NO →	NO VACANT LAND			0
M3	New Peaker Plant Facility on Energy Way and remove facility on Main Street	NO →	DRAIN DEAD-REUNDANT!			0
	E Street Trolley Station					
M4	Demolish former City corp yard site at F and Woodlawn	NO →	JUST SELL IT!			0
M5	Market former City corp yard site at F and Woodlawn for development	OK -	SELL IT!			0
M6	Work with MTS to market trolley site for development		ISSUE BUILDING PERMITS			0
	H Street Corridor					
M7	Work with developer to complete Gateway Phase III		ISSUE BUILDING PERMITS			0
M8	Encourage Scripps to develop medical office building at current site		ISSUE BUILDING PERMITS			0
M9	Work with General Growth Properties on Chula Vista Center opportunities		SMOKE & MIRRORS			0
M10	Finance and complete ULI National Study		SMOKE & MIRRORS			0
	Broadway					
M11	Implement Broadway Economic Development Strategy		ISSUE BUILDING PERMITS			0
M12	Collaborate and promote Broadway Business Association		SMOKE & MIRRORS			0
M13	Fund and implement Business Improvement Grant Program		SMOKE & MIRRORS			0
M14	Market San Diego Regional Enterprise Zone		SMOKE & MIRRORS			0

2010-2014
Proposed Projects Matrix

	Southwest					
M15	Fund and complete the Specific Plan	No	No	No	No	0
M16	Prepare Main Street Streetscape Master Plan	WHY - WHAT FOR				0
M17	Prepare Broadway Streetscape Master Plan	WHY - WHAT FOR				0
M18	Evaluate reuse options for historic Salt Works site	ISSUE BUILDING PERMITS				0
M19	Acquire for-sale residential property in West Fairfield Area	No	No	No	No	0
M20	Facilitate redevelopment of Hanson Aggregate site	ISSUE BUILDING PERMITS				0
M21	Facilitate redevelopment of Palomar and Industrial	ISSUE BUILDING PERMITS				0

THE BEST THING TO PROMOTE REDEVELOPMENT IS TO CLOSE THE REDEVELOPMENT CORP, THE REDEVELOPMENT DEPARTMENT AND ESTABLISH A POLICY OF ISSUING BUILDING PERMITS WITHIN 5 DAYS OF RECEIPT! IN PLAIN ENGLISH THE FREE MARKET WILL REDEVELOP THE CITY IF YOU GET ~~THE~~ OUT OF THE WAY!

JACK STANLEY
619-527-0238

YOU == CITY GOVERNMENT!

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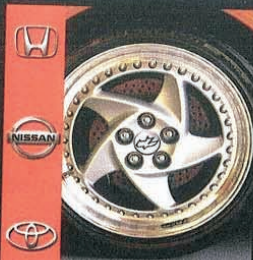
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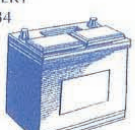
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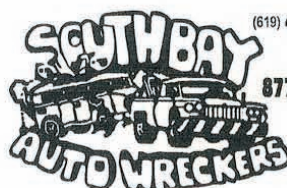
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Exhibit G - Conceptual Map from Group #1

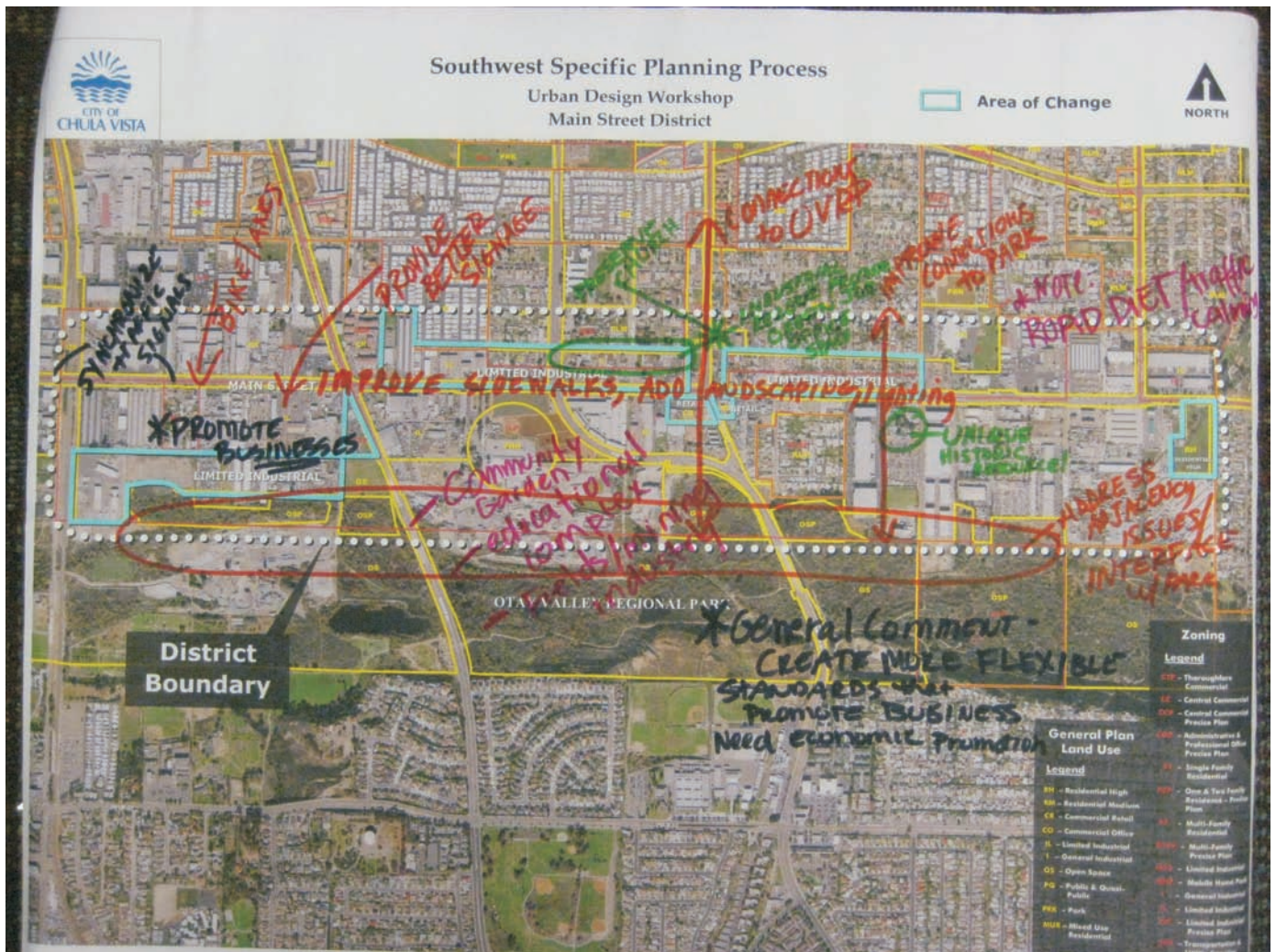


Exhibit H - Conceptual Map from Group #2

